



AVON
CAREER AND
COMPENSATION
GUIDE



Career Plan & Compensation Plan— THE FUNDAMENTALS

Avon’s career plan is designed to help you chart your path to success, on your terms, whenever you are ready.

When you get started as an Independent Sales Representative, you purchase a Starter Kit and begin selling products to your network of friends, family, neighbors, co-workers and social media connections. You also get a free e-store which you can personalize, onboarding training, and Kickstart incentives designed to get you off to a fast start. And, of course, your mentor and upline Leader are there every step of the way as you continue learning and gaining confidence. When you sell a minimum of \$10,000 or more in a calendar year, you become a President’s Club Member and are guaranteed higher commissions based on your achievement level.

As you become skilled with selling products, you will find others who want to start their own Avon business and join your team. As you focus on both selling and team building you’ll start your Leadership journey with increased earning opportunities.

The keys to creating a successful business as a seller and team builder include:

- **Wear and use the product** – after all, you are the best advertisement for your products.
- **Be ready** for business at all times – carry business cards, brochures, recruiting materials, and your smart phone so you can follow up with prospects and take orders right away.
- **Follow up** with your customers after the sale – they’ll appreciate your desire to ensure they are satisfied with their purchases.
- **Ask for referrals** – after all, happy customers are likely to refer their friends.
- Consistently talk to **5 contacts a day, 5 days a week**. Those contacts turn into customers and new team members.
- When you invite new team members to join your team, you, as their mentor, provide **training and motivation** to help them achieve their goals.
- As you advance along the career path you serve as a **role model and coach**, working with Representatives, aspiring Leaders and Leaders.

Dear Representatives & Leaders,

For more than 130 years Avon has proudly stood for beauty, innovation, optimism and above all, empowering entrepreneurial-minded women to grow a business on their terms. With a product portfolio that includes award-winning skincare, color cosmetics, fragrance and personal care products, a fashion and accessory line, and now health and wellness products, we appeal to a broad range of consumers seeking quality products at affordable prices. We are also a company that cares about women’s causes such as eradicating breast cancer and domestic violence, and providing earnings opportunities based on performance.

Avon has succeeded for over a century because of our strong values and principles. Our business opportunity is built on a foundation of providing rewards directly linked to performance. Whether you are looking to earn income for a car payment, a house payment, an education for your children (or yourself), a special vacation, or early retirement—or seeking a better work/life balance so you can spend more time with your family—you are in control and set the pace that’s right for you and your lifestyle.

In addition to the income, you’ll experience the joy and satisfaction that comes with building your own business as you learn new skills, develop personally, and help others succeed. We will provide the encouragement, training, marketing materials and online resources to help you learn, grow and succeed.

This Guide provides you with the requirements needed to achieve each rank, along with the commissions and bonus amounts that you would be eligible to earn. In addition, there are other perks as you advance up the Career Plan. For example, at the Gold Leader level and above, you would be invited to a special Leadership Summit at the beginning of each year, and be a candidate for serving on one of Avon’s Field Advisory Councils. There’s also a Leadership Desk at the Avon Care Center dedicated to your needs.

Feel free to reach out to your upline Leader, your Leadership Development Coach or AVON U for more information.

Wishing you lots of success.

Warmly,

Betty Palm

Betty Palm
President, Social Selling



SELLING

Representative Commissions: 20%-40% of Customer Price

Selling products to consumers is at the heart of your business. Happy, satisfied consumers who use Avon products are the foundation of a successful business. No matter how high up the success ladder you climb and no matter how large your organization becomes, everyone leads by example in the area of personal sales. When products are sold, you make money, team members make money, and everyone is inspired to continue growing their business.

- Customer Price is the suggested retail selling price and your campaign sales may include personal orders and customer purchases.
- As your sales increase, your commissions may increase.
- Avon products are grouped into different product categories. Commission varies based on the product category you sell.

CAMPAIGN SALES	EARNINGS	
	BEAUTY, JEWELRY, HEALTH & WELLNESS	FASHION & HOME
\$0-\$149.99	20%	20%
\$150-\$299.99	30%	20%
\$300-\$499.99	35%	20%
\$500 or more	40%	20%

President's Club

President's Club rewards members with higher earnings, an incentive trip and awards program, a Tribute in your honor, exclusive sample and demonstration pricing and VIP privileges at company-sponsored events. More details on this program can be found on YourAvon.com.

- Reach \$10,000 in Award Sales in a calendar year and you immediately qualify as a President's Club member.
- Once qualified you will maintain your President's Club status for the remainder of the year and throughout the following year.
- Earn 40% guaranteed on Beauty, Jewelry, and Health & Wellness. This is the minimum you can earn and your commission can increase as you sell more.

CAMPAIGN SALES	EARNINGS	
	BEAUTY, JEWELRY, HEALTH & WELLNESS	FASHION & HOME
\$0-\$924.99	40%	25%
\$925-\$1,574.99	45%	25%
\$1,575 or more	50%	25%

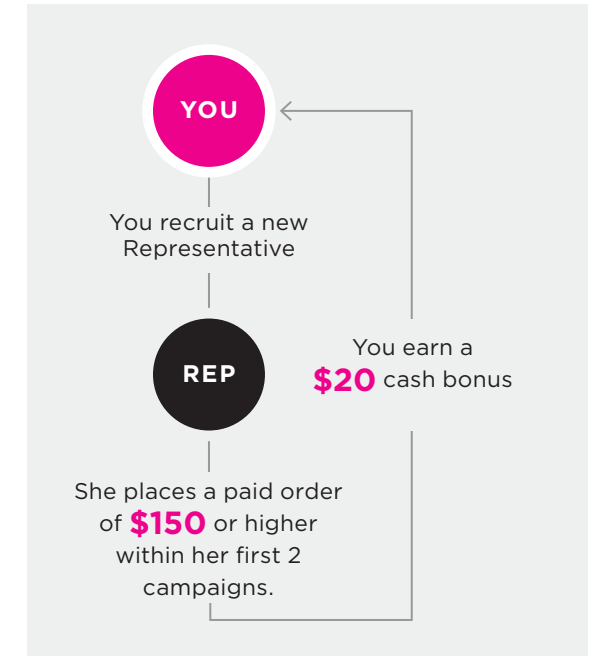
LEVEL	ANNUAL SALES	EARNINGS	
		BEAUTY, JEWELRY, HEALTH & WELLNESS	FASHION & HOME
President's Club	\$10,000	40%	25%
Honor Society	\$20,000	40%	25%
Rose Circle	\$35,000	45%	25%
David H. McConnell Club	\$65,000	45%	25%
President's Council	\$110,000	45%	25%
Inner Circle	\$220,000	50%	25%

SPONSORING OTHERS

Qualified New Recruit Bonus

You are rewarded for recruiting and developing your new Representative.

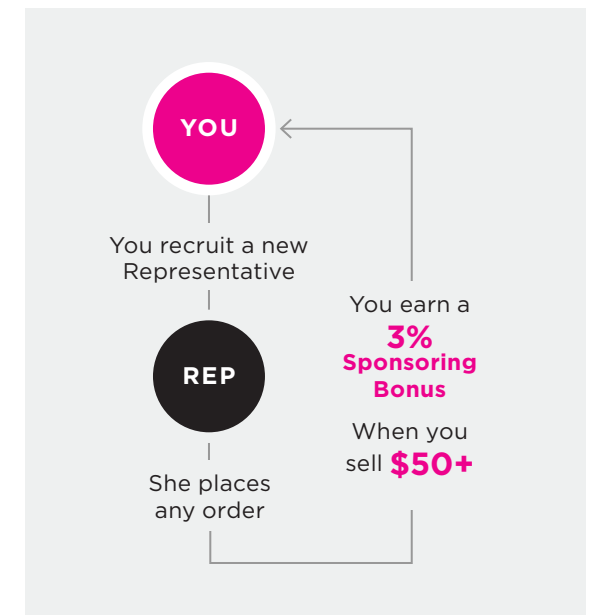
- Earn a \$20 cash bonus each time you sponsor a new Representative who submits a paid order of \$150 or more within their first two campaigns.
- Recruit within your first seven (7) campaigns and the bonus is \$50 for each.
- This bonus is paid in addition to any other bonuses you might earn on your new Representative's orders.



Sponsor Bonus

Make a significant impact when you work with those you personally recruit.

When you sell \$50 or more in a campaign, you'll earn the 3% sponsoring bonus on the Personal Sales of all Representatives you personally sponsored. This is paid in addition to any other bonuses you may be earning on those sales.



BUILDING A TEAM

Promotion Bonuses

As your team grows you advance up the career plan.

Beginning with the Bronze Ambassador title, you will earn a one-time Promotion Bonus the first time you promote to a new title. The bonus amount increases with each title promotion. These bonuses are paid out in four equal installments each time you maintain the requirements for your new title.

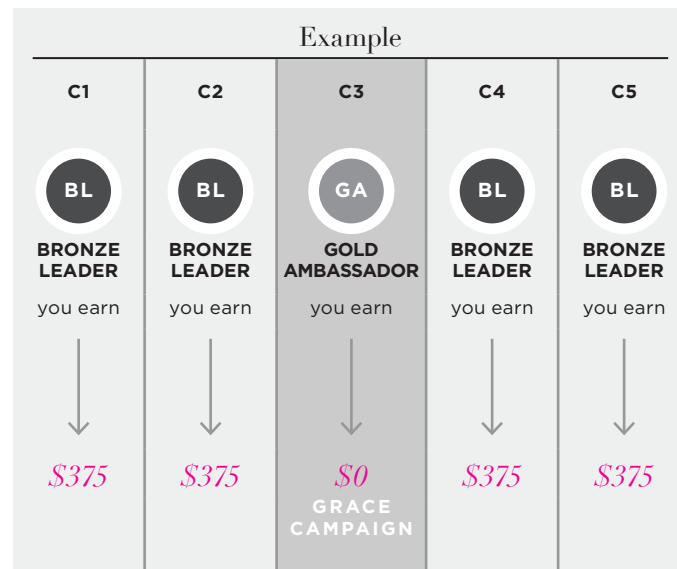
For example, when you promote to a Bronze Leader for the first time, you'll earn a \$1,500 promotion bonus, which is paid out in equal installments of \$375 each time you maintain the requirements for your new title.



AMBASSADOR			LEADER			EXECUTIVE LEADER			
BRONZE (BA)	SILVER (SA)	GOLD (GA)	BRONZE (BL)	SILVER (SL)	GOLD (GL)	BRONZE (BEL)	SILVER (SEL)	GOLD (GEL)	PLATINUM (PEL)
\$500	\$750	\$1,000	\$1,500	\$2,000	\$2,500	\$3,000	\$5,000	\$10,000	\$20,000

GRACE CAMPAIGN

We know that despite preparation and effort, life can sometimes get in the way. We give you a grace campaign to help. In this example, you promote to Bronze Leader (BL) for the first time and are paid 1/4 of your total Promotion Bonus (\$1,500) or \$375. In C2 you maintain your new title, and again earn \$375. In C3 you perform as a Gold Ambassador and therefore C3 is then considered your grace campaign and do not earn a promotion bonus. However, in C4 and C5, you do perform as a Bronze Leader (BL) and earn \$375 each campaign, making your total \$1,500.



Generation Bonuses

Your earning potential grows as you build a strong team.

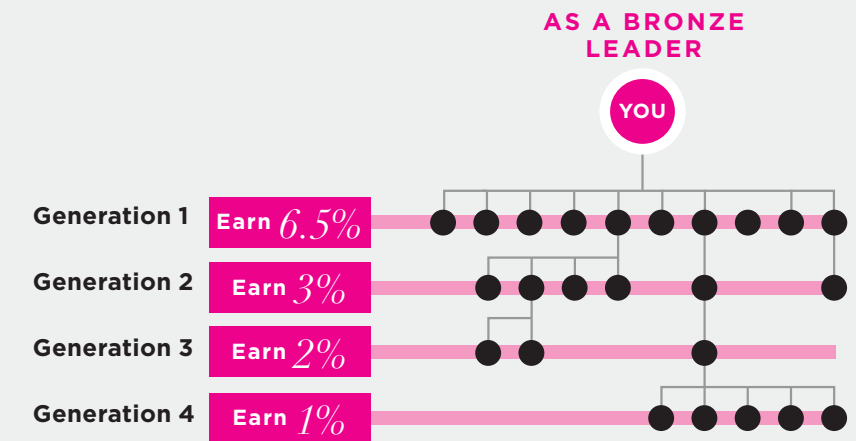
When you become a Star Promoter, you begin earning a bonus on the Team Sales of your team. The percentage you earn and the number of Generations that you are paid on is based on your Performance Title, regardless of the titles of the Representatives in your Generations. This bonus is paid in addition to any other bonuses you might earn on your team sales.

- In order to be paid you must meet the Personal Sales, minimum G1 order and G1 Leader requirements for the level.
- Personal Sales Protection: For Bronze Ambassadors and above, when you exceed your Personal Sales requirement in a campaign, the additional amount can be held over to help meet the requirement for a future campaign. As an Ambassador or Leader you can accumulate up to \$200, as an Executive Leader \$600.
- All earnings for Sponsoring, Generation, and Leader Bonuses are calculated after removing Representative sales commissions. Due to varying sales commission percentages, 70% is used to account for the average remaining sales after removing Representative sales commissions. As a result, the bonus equation is: Respective Sales x 70% x Bonus % = Your Earnings.

TITLE	GENERATION BONUSES					
	G1	G2	G3	G4	G5	
STAR PROMOTER	3%					
AMBASSADOR	BRONZE (BA)	3%	3%			
	SILVER (SA)	4%	3%			
	GOLD (GA)	5%	3%	2%		
LEADER	BRONZE (BL)	6.5%	3%	2%	1%	
	SILVER (SL)	7.5%	3%	2%	1%	
	GOLD (GL)	8%	3%	2%	1%	
EXECUTIVE LEADER	BRONZE (BEL)	8%	3%	2%	1.5%	0.5%
	SILVER (SEL)	8%	3%	2%	1.5%	0.5%
	GOLD (GEL)	8%	3%	3%	2%	0.5%
	PLATINUM (PEL)	8%	3%	3%	2%	1%

EXAMPLE

As a Bronze Leader, you are eligible to earn Generation Bonuses on your first four Generations (G1-G4). 6.5% on G1, 3% on G2, 2% on G3, and 1% on G4.



DEVELOPING LEADERS

Leader Expectations

The key to long-term success and growth is to build your team and inspire others to become Leaders. Once you achieve Leader and Executive Leader ranks there are additional expectations of you as a Leader.

Believe

- Sell products to end consumers.
- Personally recruit new Representatives.
- Understand and sell the company's compensation plan.

Set An Example

- Achieve company-sponsored incentives and promotions.
- Stay current with technology, social media, and back office tools.
- Commit to continuous learning.
- Train and mentor team members, particularly new Representatives.
- Operate with high level of integrity.
- Hold meetings and attend those of your team.
- Attend company-sponsored meetings and events.

Spread The Love

- Demonstrate a positive attitude toward company, fellow Representatives, and Leaders.
- Provide team members with consistent, timely communications.
- Identify and develop new Leaders through goal setting and coaching.
- Provide timely and accurate feedback to company when asked.
- Recognize team members for their achievements.
- Operate with an open-door policy to encourage cross lineage support.

Leader Bonuses

Earn additional bonuses for mentoring your downline to reach Bronze Leader and higher titles.

- Earn up to 5% on your Leader's respective Team Sales, through 5 Leader Levels.
- Paid in addition to any other bonuses.
- Calculated at 70% of the respective Team Sales from the Leader's Central Team sales.

TITLE		LEADER BONUSES				
		L1	L2	L3	L4	L5
LEADER	SILVER (SL)	3%				
	GOLD (GL)	3%	2%			
EXECUTIVE LEADER	BRONZE (BEL)	3%	3%			
	SILVER (SEL)	5%	3%	2%		
	GOLD (GEL)	5%	5%	4%	2%	
	PLATINUM (PEL)	5%	5%	4%	2%	2%

LEADER CENTRAL TEAM

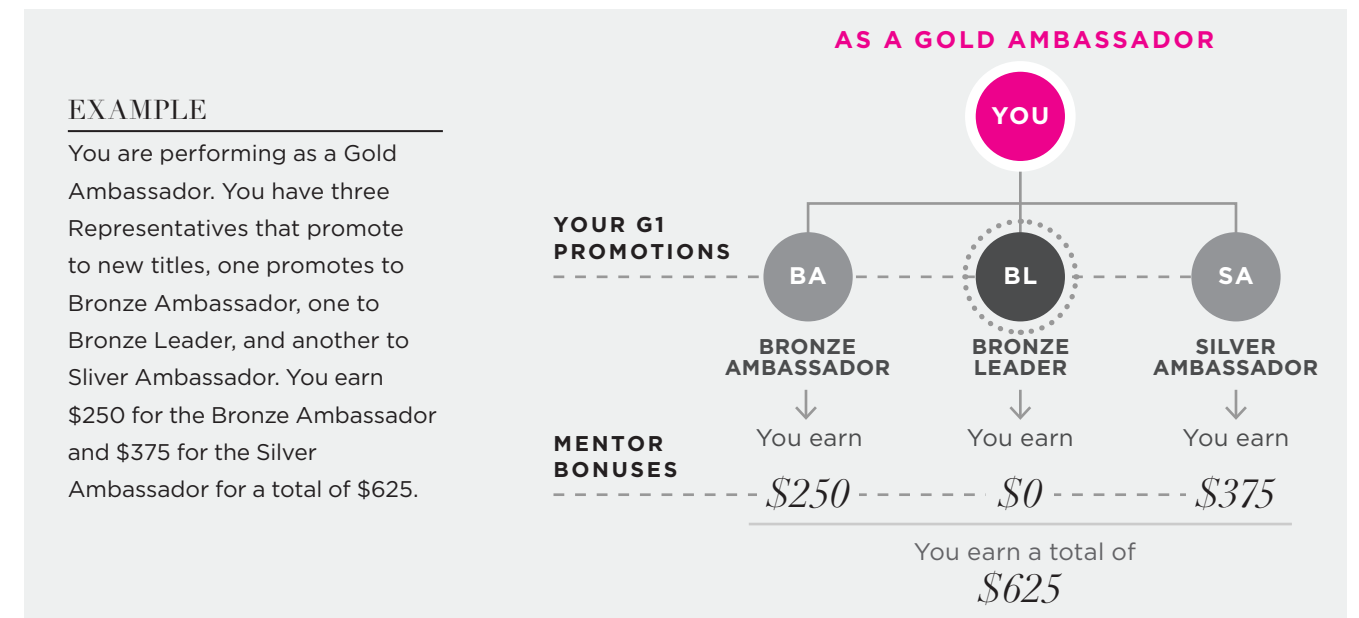
A Leader's Central Team includes the Leader and all Representatives, Promoters, and Ambassadors in which there is no other Leader in between. A Leader Level is the depth of Leader Central Teams in your downline in relation to you. The first Leader and their Central Team is your L1, the second Leader and their Central Team is L2, and so forth.

Mentor Bonuses

Mentor Bonuses reward you for your role in developing Leaders in your G1. Your Leadership is acknowledged with a bonus for every Representative in your G1 that promotes to Bronze Ambassador or higher for the first time.

In order to receive the Mentor Bonus, you must maintain the same Performance Title or higher as the promoting Leader. Similar to the Promotion Bonus, these bonuses are paid out in four equal installments each time the promoting Leader maintains the requirements for the new title.

AMBASSADOR			LEADER			EXECUTIVE LEADER			
BRONZE (BA)	SILVER (SA)	GOLD (GA)	BRONZE (BL)	SILVER (SL)	GOLD (GL)	BRONZE (BEL)	SILVER (SEL)	GOLD (GEL)	PLATINUM (PEL)
\$250	\$375	\$500	\$750	\$1,000	\$1,250	\$1,500	\$2,500	\$5,000	\$10,000



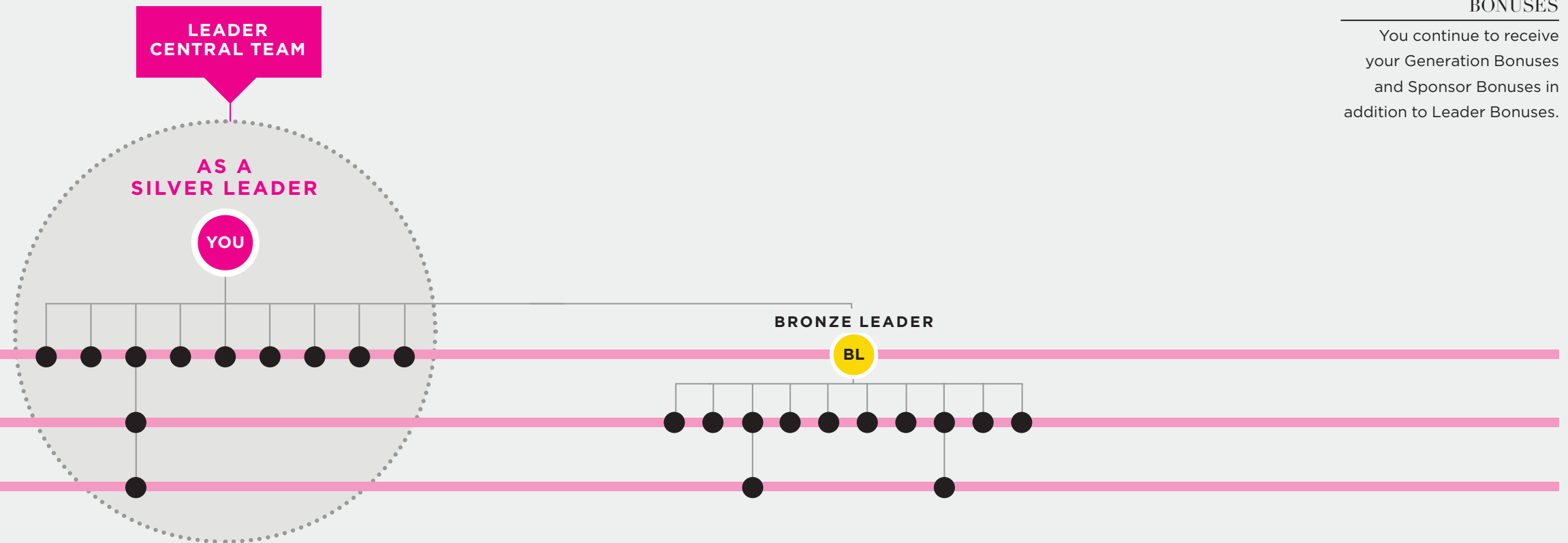
Lifestyle Bonus

Reaching our Executive Leader titles requires dedicated commitment and excellence. Every two weeks in which you are qualified as a Bronze Executive Leader or higher, you will receive an additional cash reward. The amount of the bonus is based on your Performance Title.

BRONZE EXECUTIVE LEADER	\$250
SILVER EXECUTIVE LEADER	\$300
GOLD EXECUTIVE LEADER	\$350
PLATINUM EXECUTIVE LEADER	\$400

Example of Central Team

A Leader's Central Team includes the Leader and all Representatives, Promoters, and Ambassadors in which there is no other Leader in between.

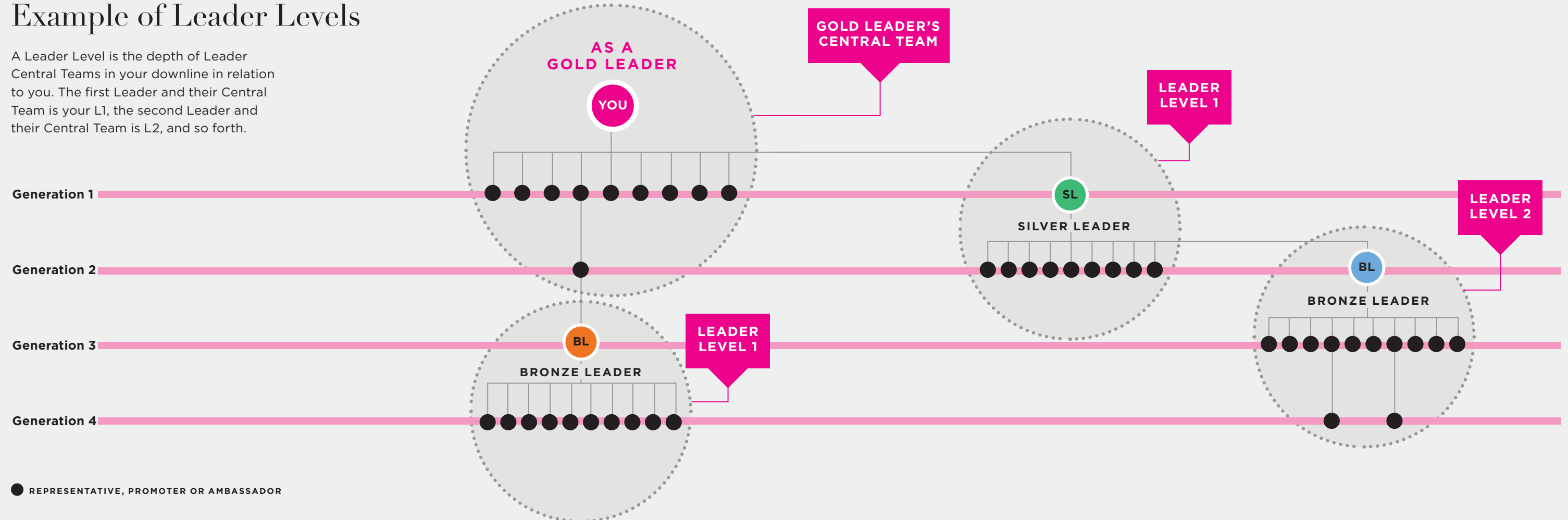


BONUSES

You continue to receive your Generation Bonuses and Sponsor Bonuses in addition to Leader Bonuses.

Example of Leader Levels

A Leader Level is the depth of Leader Central Teams in your downline in relation to you. The first Leader and their Central Team is your L1, the second Leader and their Central Team is L2, and so forth.



Career & Compensation Plan At-a-Glance



As a **Promoter**, your focus is selling amazing products to consumers and inviting others to join your team.

As an **Ambassador**, you enter the first levels of Leadership. Your focus continues on selling consistently and sponsoring others to join your team.

As a **Leader**, you role model behaviors of success and show your team how to reach their sales and team building goals. The best way to coach them is by example - selling consistently, sponsoring others, and training & developing your team members.

As an **Executive Leader**, you continue to focus on personal sales, team building and sponsoring others, while coaching the Leaders on your team to identify, mentor, and support future Leaders in their own team.

TITLE	REPRESENTATIVE EARNINGS ¹		CAMPAIGN PERFORMANCE REQUIREMENTS				LEADERSHIP COMPENSATION															
	BEAUTY, JEWELRY, HEALTH & WELLNESS	FASHION & HOME	PERSONAL SALES	G1 ORDER	TOTAL TEAM SALES ²	G1 LEADERS	BONUS				GENERATION BONUS ⁶					LEADER BONUS ⁶					LIFESTYLE BONUS ⁷	
							QUALIFIED NEW RECRUIT ³	SPONSORING ⁴	PROMOTION ⁵	MENTOR ⁵	G1	G2	G3	G4	G5	L1	L2	L3	L4	L5		
PROMOTER	PROMOTER	20-40%	20%	\$50	1		\$20	3%														
	STAR PROMOTER	20-40%	20%	\$50	2		\$20	3%			3%											
AMBASSADOR	BRONZE (BA)	20-40%	20%	\$200	3	\$1,000	\$20	3%	\$500	\$250	3%	3%										
	SILVER (SA)	20-40%	20%	\$200	6	\$2,000	\$20	3%	\$750	\$375	4%	3%										
	GOLD (GA)	20-40%	20%	\$200	9	\$4,000	\$20	3%	\$1,000	\$500	5%	3%	2%									
LEADER	BRONZE (BL)	20-40%	20%	\$200	10	\$8,000	\$20	3%	\$1,500	\$750	6.5%	3%	2%	1%								
	SILVER (SL)	20-40%	20%	\$200	10	\$12,500	\$20	3%	\$2,000	\$1,000	7.5%	3%	2%	1%		3%						
	GOLD (GL)	20-40%	20%	\$200	10	\$20,000	\$20	3%	\$2,500	\$1,250	8%	3%	2%	1%		3%	2%					
EXECUTIVE LEADER	BRONZE (BEL)	20-40%	20%	\$200	10	\$40,000	\$20	3%	\$3,000	\$1,500	8%	3%	2%	1.5%	0.5%	3%	3%					\$250
	SILVER (SEL)	20-40%	20%	\$200	10	\$100,000	\$20	3%	\$5,000	\$2,500	8%	3%	2%	1.5%	0.5%	5%	3%	2%				\$300
	GOLD (GEL)	20-40%	20%	\$200	10	\$200,000	\$20	3%	\$10,000	\$5,000	8%	3%	3%	2%	0.5%	5%	5%	4%	2%			\$350
	PLATINUM (PEL)	20-40%	20%	\$200	10	\$400,000	\$20	3%	\$20,000	\$10,000	8%	3%	3%	2%	1%	5%	5%	4%	2%	2%		\$400

¹ Earn up to 40% on Beauty, Jewelry, and Health & Wellness, 20% on Fashion and Home. President's Club Representatives earn a minimum of 40% and can earn up to 50% on Beauty, Jewelry, and Health & Wellness items, and 25% on Fashion and Home products.

² Team Sales is the summation of your Personal Sales plus G1, G2, G3, G4, and G5 team sales.

³ Earn a one-time \$20 Recruiting Bonus for each Qualified New Recruit you personally add to your team and who submits a paid, minimum order of \$150 within their first two campaign.

⁴ Earn a 3% bonus on the sales of new recruits when you have a minimum of \$50 in Personal Sales.

⁵ The Promotion and Mentor bonuses are earned for first time title achievement and are paid over 4 campaigns. To receive the Mentor Bonuses, you must maintain the same Performance title or higher as the promoting Representative.

⁶ Generation Bonuses are calculated at 70% on the paid team sales from your downline. Leader Bonuses are calculated at 70% on the respective team sales of Leaders and Executive Leaders in your downline.

⁷ You will receive a Lifestyle Bonus each campaign that you continue to meet your Title qualifications.

Glossary

ACHIEVEMENT TITLE

Your Achievement Title is the title you are recognized for at events and in print. It is the highest Performance Title over prior 6 campaigns for Promoters through Gold Ambassadors and 12 campaigns for Bronze Leaders and above.

AWARD SALES

The measure used to qualify for President's Club selling level and some Avon-sponsored incentives. Almost everything you order from Avon counts toward Award Sales including samples, sales tools, demos, brochures, and fliers.

CAMPAIGNS

A campaign is your two-week Representative selling period. There are 26 campaigns in a calendar year.

CUSTOMERS

Customers are those who purchase our products for their personal use and are not enrolled as a Representative.

CUSTOMER PRICE

Customer Price is the suggested retail selling price.

DEMONSTRATION PRODUCTS (DEMOS)

Products only available to Representatives at an additional discount in advance to showcase products sold in upcoming campaigns. These are featured in the Representative tool: *What's New*.

DOWNLINE

All of the Representatives sponsored into your Generations are considered to be part of your downline.

GENERATION

A Generation is the depth a Representative has in your downline in relation to you, regardless of their title. Representatives directly below you are considered to be your 1st Generation (G1) and the Representatives directly below them would be on your 2nd Generation (G2), and so forth.

LEADER'S CENTRAL TEAM

A Leader's Central Team includes the Leader and all Representatives, Promoters and Ambassadors in which there is no other Leader in between.

LEADER LEVEL

A Leader Level is the depth of the Leader Central Teams in your downline in relation to you. The first Leader and their Central Team is your L1, the second Leader and their Central Team is L2, and so forth.

MENTOR (UPLINE)

You are the mentor for all the people on your 1st Generation. A mentor and a recruiter may be different if a recruiter leaves and the downline rolls up. The Representative directly above you in your upline is considered to be your mentor.

PERFORMANCE REQUIREMENTS

The minimum Personal Sales, Total Team Sales, number of orders, and Bronze Leaders and above necessary for Leadership earnings and to reach a certain title.

PERFORMANCE TITLE

Your Performance Title is the title for which you qualify and are paid each campaign. Your Performance Title may be the same as or lower than your Achievement Title depending on your monthly qualifications.

PERSONAL SALES

Your Personal Sales include your personal purchases and your customers' orders.

PERSONAL SALES PROTECTION

For Bronze Ambassadors and above, when you exceed your Personal Sales requirement in a campaign, the additional amount can be held over to help meet the requirement for a future campaign. As an Ambassador you can accumulate up to \$200, as a Leader or Executive Leader \$600.

PRODUCT CATEGORY

Avon products are grouped into different product categories. Commission varies based on the product category you sell.

REPRESENTATIVE COMMISSIONS

Commissions are earned when products are purchased at a discounted price and resold to customers at retail price.

ROLLUP

When a sponsor leaves the business their G1 rolls up to the upline.

TITLE AT RISK

Any Promoter through Gold Ambassador who is not performing at their achievement title for six consecutive campaigns, may be retitled at the level at which they are performing. Any Bronze Leader and above who is not performing at their achievement title for 12 consecutive campaigns, may be retitled at the level at which they are performing.

TOTAL TEAM SALES

Your Total Team Sales include your qualifying personal sales and the total Personal Sales from your G1, G2, G3, G4 and G5.

Notes

You're in business
for yourself,
but not by yourself.

AVON

UPLINE LEADER

LEADER DEVELOPMENT COACH

REGIONAL VICE PRESIDENT

CUSTOMER INSIGHT CENTER:

ENGLISH (866) 513-AVON (2866)

SPANISH (866) 588-AVON (2866)

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